





Annual Performance Progress Report



Flintshire County Council







Print Date: 05-Jul-2016



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.1 Develop the Community and Social Sector through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	35.00%	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS: The Community Asset Transfer (CAT) scheme and Alternative Delivery Model (ADM) programme will result in development of new or stronger community organisations and social enterprises. A number of these should be 'starting up' in 2016. 8.1.1.5 details progress on Community Asset Transfers including the number nearing completion. The ADM programme has proposals for 5 services to develop ADMs by 2017. With final business plans and transition plans having being robustly considered and scrutinised a number of risks that will need to be addressed in transition could affect the timescale for outcome, hence the change of the outcome RAG to Amber. The 35% complete relates to this being a three year plan of work.</p> <p>Last Updated: 03-May-2016</p>							


ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.2 Encourage volunteers and active citizens	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	80.00%	 AMBER	 GREEN
<p>ACTION PROGRESS COMMENTS: Work has started in a number of services to develop and implement localised approaches to volunteering. The aim will be to take best practice to these approaches from best practices from elsewhere to finalise a volunteering policy. The Policy will include the following documents: A Policy Framework; A Guide for Volunteers, A Guide for Supervisors of Volunteers and an Application to Volunteer form. These documents are now finalised and ready for launch in May 2016</p> <p>Last Updated: 03-May-2016</p>							


ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.4 Design and implement alternative delivery models to sustain important services to meet future need	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS: Feasibility studies have been completed for 5 services, estimating a 5 year saving in these services as a result of delivering alternative models. Final business plans have been presented to cabinet with agreement to establish 2 new models of delivery in Facility Management and Adult Social Care. Leisure and Libraries will go back to Cabinet in May.</p> <p>Last Updated: 03-May-2016</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.5 Empower communities to run and manage facilities in their locality through Community Asset Transfers	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	35.00%	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS: Eight assets have been transferred or are currently in the final stages of legal completion. These include - Gwernymynydd Village Hall - Trelogan Community Centre - Mynydd Isa Community centre and Library - Mancot Library - Connahs Quay Swimming Pool - Bagillt War Memorial - Gwespyr Pipay Area - Connahs Quay Allotments To date 103 expressions of interest have been received in total relating to 208 assets. We are on target for the time period that has elapsed, but the risks are quite high for achieving the desired outcomes by the end of the three year plan, hence the amber outcome RAG status.</p> <p>Last Updated: 03-May-2016</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.3 Rationalise the Council's use of corporate accommodation	Lisa McLellan - Asset Manager	In Progress	01-Apr-2015	31-Mar-2018	17.00%	 AMBER	 GREEN
<p>ACTION PROGRESS COMMENTS: The Council has been working through this activity on a number of levels as follows:- - the intensification of use of our office accommodation, County Offices Flint being a good example of such use; - the demolition of accommodation no longer fit for purpose. The most recent asset in this area is Connahs Quay Offices which have now been demolished, - the rationalisation of space. The current work around this relates to County Hall and work to consolidate services into Phases 1 and 2. Delays in the works being undertaken by contractors to meet fire regulations will result in some service moves (from Phase 4 to Phase 1), being delayed until the first quarter of 2016/17.</p> <p>Last Updated: 16-Feb-2016</p>							

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M01 The number of new social enterprises developed	1	5	↑	2	 GREEN
<p>Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1 Reporting Officer: Mike Dodd - Social Enterprise Development Lead Officer Aspirational Target: 3.00 Progress Comment: 1 social enterprise established with within the Communities First Area with targeted support and in addition 4 across Flintshire as a whole that have been developed through the Community Asset Transfer programme. The 5 are listed below.</p> <ul style="list-style-type: none"> - Cambrian Aquatics - Cafe Isa - Mancot Community Library - Connahs Quay Nomads - New Beginnings <p>Last Updated: 14-Jun-2016</p>					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M02 The number of social enterprises supported to thrive and prosper	7	12	↑	7	 GREEN
<p>Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1 Reporting Officer: Mike Dodd - Social Enterprise Development Lead Officer Aspirational Target: Progress Comment: Of which 7 were supported in Communities First areas and these include</p> <ul style="list-style-type: none"> - New Beginnings - Pepperpot Childcare - Rainbow Biz - Parkfields Community Association - West Flintshire Community Enterprises - New 'Mindfulness' social enterprise - Number 1 Health Strength Performance CIC <p>and an additional five were supported across Flintshire as whole a number of these through through the Community Asset Transfer programme</p>					

- Flintshire counselling
- Cambrian Aquatics
- Cafe Isa
- Mancot Community Library
- Connahs Quay Nomads

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M03 Number of volunteers in volunteering placements	480	541	↑	N/A	N/A


Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1

Reporting Officer: Louise Mackie - Policy & Performance Support Officer

Aspirational Target:

Progress Comment: Flintshire Local Voluntary Council directly placed at least 541 individuals into new placements in 2015/16

Last Updated: 14-Jun-2016

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M05 The level of efficiencies alternative delivery models (ADMs) have supported	No Data	0	N/A	0	 GREEN

Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1


Reporting Officer: Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager


Aspirational Target:


Progress Comment: Target not applicable - Business Plans completed during 15/16 identifying £2m savings from 2017/18. Moving into transition phase ready for April 2017 implementation.


Last Updated:


KPI Title	Previous Year	Actual	Performance	Target	Performance
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	Actual		Indicator Trend		RAG
IP8.1.1M06 The number of services sustained through delivery via alternative models	0	0	↔	0	 GREEN
Lead Officer: Ian Bancroft - Chief Officer - Organisational Change 1 Reporting Officer: Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager Aspirational Target: Progress Comment: Target not applicable - 5 services sustained through 3 ADMs from 2017/18 Last Updated:					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.1.1M07 The number of public assets transferred to the community	4	8	↑	5	 GREEN
Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2 Reporting Officer: Lisa McLellan - Asset Manager Aspirational Target: Progress Comment: 8 Community Asset Transfers completed or in final stages of legal completion. Other applications are at various stages of maturity. The 8 Assets:- Connahs Quay Allotments, South Site Gwernymyndd Village Hall Connahs Quay Swimming Pool Mancot Library Trelogan Village Hall Gwespyr Play Area Bagillt War Memorial Myndd Isa Community Centre and Library Last Updated: 14-Jun-2016					

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M14 The percentage reduction in the floor space (m2) of office accommodation occupied	No Data	19.9	N/A	20	 RED
<p>Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2 Reporting Officer: Lisa McLellan - Asset Manager Aspirational Target: Progress Comment: Reflects the closure of Connahs Quay Offices, reducing floor space at Flint and disposal of the Reference Library in Mold Campus.</p> <p>Last Updated: 14-Jun-2016</p>					




KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M15 Reduction in the running costs of corporate accommodation	No Data	19.9	N/A	20	 GREEN
<p>Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2 Reporting Officer: Lisa McLellan - Asset Manager Aspirational Target: Progress Comment: Relates to Connahs Quay Offices, Mold reference library, rationalisation/office moves at County Hall and increased space utilisation in Flint Offices</p> <p>Last Updated: 14-Jun-2016</p>					




KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP8.2.1M16 Agile working - desk provision as a percentage of staff (County Hall)	No Data	No Data	N/A	98	
<p>Lead Officer: Neal Cockerton - Chief Officer - Organisational Change 2 Reporting Officer: Lisa McLellan - Asset Manager Aspirational Target: Progress Comment: Relates to County Hall</p> <p>Last Updated: 14-Jun-2016</p>					




RISKS




Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager	Amber	Yellow	↓	Open
<p>Potential Effect: No increase in the number and strength in community and social sectors, which in turn will mean no increase in the support to local communities to help them become more resilient.</p> <p>Management Controls:</p> <p>Progress Comment: This has now resulted in 8 Community Assets being transferred or in final stages of legal completion. The 8 Assets are: Connahs Quay Allotments, South Site Gwernymyndd Village Hall Connahs Quay Swimming Pool Mancot Library Trelogan Village Hall Gwespyr Play Area Bagillt War Memorial Myndd Isa Community Centre and Library</p> <p>Last Updated: 14-Jun-2016</p>						

ISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The willingness of the workforce and trade unions to embrace change	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p>Potential Effect: No increase in strength of community and social sectors and few asset transfers of Alternative Delivery Models established.</p> <p>Management Controls:</p> <p>Progress Comment: Alternative Delivery Model (ADM) work in a number of services has resulted in completed business plans which managers have lead the development of and where appropriate engaged staff. The next phase of work will further engage the workforce in transition phase leading to implementation. Meetings with Unions have agreed a fortnightly meeting to update on ADMs and services are putting in place full staff engagement plans.</p> <p>Last Updated: 27-Apr-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new alternative delivery models face	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p>Potential Effect: New Alternative Delivery Models will see a decrease in income and ultimately be un-sustainable.</p> <p>Management Controls:</p> <p>Progress Comment: No changes from Q3to Q4.</p> <p>Completed Alternative Deliver Model (ADM) business plans contain some initial considerations of market conditions but further more detailed planning market analysis work will be completed in the transitional phase for those business plans approved by Cabinet. Final Community Asset Transfer (CAT) plans are on the whole progressing. At the end of this, planning market analysis work will be tested with CATs.</p> <p>Last Updated: 27-Apr-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p>Potential Effect: Alternative Delivery Models become unsustainable as it can't meet costs with reduced funding from the Council.</p> <p>Management Controls: Properly plan for reduced levels of council funding for each Alternative Delivery Model and to have worse case scenario plans for both ADM and council if funding decreases to unsustainable levels.</p> <p>Progress Comment: The "Is the Feeling Mutual" report published on behalf of Welsh Government identified the need to support Alternative Delivery Models (ADMs) and Community Asset Transfers (CATs) with national support and resource. The Action Plan for this work has been published for consultation and identified some funding to support local authorities and new ADMs. As a Council we responded stating the need for this funding to be put in place quickly to help offset this risk. Welsh Government have now launched their ADM action plan and we will know after elections what level of funding this may or may not provide to support the work.</p> <p>Last Updated: 27-Apr-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and capability of the organisation to implement necessary changes	Helen Stappleton - Chief Officer - People and Resources	Sharon Carney - Lead Business Partner				Open
<p>Potential Effect:</p> <p>Management Controls:</p> <p>Progress Comment: The extensive programme to consider alternative delivery models across a range of services will continue to impact on available resources across portfolios and support services. Support services will need to be prioritised for those services progressing to the feasibility stage, although the numbers progressing to feasibility at this time is lower than originally anticipated. Additional/external support may be needed to support the services and support services as we near the commissioning stage.</p> <p>Last Updated: 01-Jun-2016</p>						